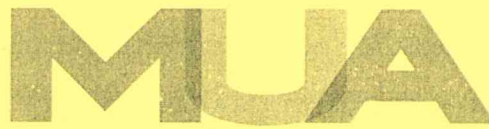


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**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**MBA 506: HUMAN RESOURCE MANAGEMENT**

**DATE: 10<sup>TH</sup> APRIL 2017**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

## QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

### HUMAN RESOURCE MANAGEMENT AT ZENITH SYSTEMS

Zenith Systems Ltd provides hardware and software services customized to clients' requirements. It is a subsidiary of a US company. The UK company is based in Slough and has four major departments: information systems, services, specialized support staff and marketing.

The company has grown very rapidly since it was established three years ago, initially with the close guidance and support of the parent firm. There are about 650 employees, most of them recruited during the last two years. Labour turnover so far is fairly low (8 per cent). Extensive use is made of various forms of numerical flexibility.

Around 150 employees are on short-term contracts, mainly of between two and three years' duration; another 100 or so work part-time. In addition, the firm has sub-contracting arrangements with suppliers to fulfil the client demands that its own project teams are unable to achieve. Overtime and flexible working hours are an accepted feature of the work. The nature of the business means that employees have to be technically adept and highly flexible in response to specifications of what their clients want. They work in project teams that can vary in membership, forming and disbanding as projects require.

The strategic goals of the business are to achieve sustained growth by the development and marketing of innovative systems and the provision of ever-improving levels of service to clients. The nature of the business clearly indicates that competitive success can only be achieved and sustained by developing and maintaining human resource advantage.

A high-performance work system (HPWS) based largely on practice in the parent company is being introduced, priority being given to the introduction of rigorous recruitment and selection procedures, extensive and relevant learning and development activities, incentive pay systems and performance management



processes. A comprehensive human resource information system (HRIS) has been installed. The US Chief Executive has overruled the HR Director's recommendation that an employee attitude survey should take place on the grounds that it was too soon – there were more pressing priorities. The HR Director was unhappy about this but intended to raise the matter again, making a more powerful business case than in his first attempt.

Three months later the HR Director sat down to think again about how to proceed. He had spent some time researching the concept of human resource management (HRM) in order to consider its relevance to Zenith Systems and, if it were relevant, how it could usefully be applied, what sort of business case could be made for it and how it might be developed, assuming the business case was made and accepted.

He examined the data already available from the HRIS, including:

- Head count and diversity information;
- Qualifications and skills inventory;
- Labour turnover and absence figures
- Pay data in the form of average pay and compa-ratios;
- Training Statistics (number of days, costs);
- Cost of recruitment.

The HRIS software also incorporated a data warehousing facility that enabled the user to assemble their own data and relate them to benchmarking data and financial information, customer information and other critical business data.

This seemed to provide a good basis for developing an HRM approach. The financial performance data in terms of sales, net profits, return on capital employed and added value were obviously available and the HR Director knew that regular surveys were taking place to measure client satisfaction.

He then spent some time with his colleagues gaining an understanding of the business drivers of the organization. He established that these were: innovation and product development, client acquisition and retention, achieving high levels of service to customers, and meeting the performance expectations of the owners.

He also confirmed the list of the key performance indicators (KPIs) used by Zenith, which included financial measures such as added value, income generated, profitability, productivity measures such as added value per employee, operational measures such as successful completion of projects, customers acquired and retained, new products launched successfully and customer service measures such as levels of satisfaction and service levels. He established that the information required to monitor achievements in relation to the KPIs was available and used by management.

He also decided that the while HRM was mainly concerned with measuring business and people performance and using the metrics as a guide to future action, it was also about measuring the performance of the HR function. He decided therefore that he was in a position at least to start the process of HRM, bearing in mind what could be involved and setting out what metrics might be used, covering both business/people performance and the evaluation of HR. He needed to consider how they would be used and to plan its future development.

#### **Required**

- a) From the Case Study, discuss the HR Director's understanding and conceptualization of Human Resource Management (HRM) at Zenith Systems?

(5 Marks)

- b) Explain how the HR Director will make his business case that Human Resource Management (HRM) is important to an organization and that it is required for the success of the organization?

(10 Marks)

- c) Evaluate the functions of Human Resource Management that Zenith System's HR Director will consider when putting up his business case?

(15 Marks)

#### **QUESTION TWO**

Human Resource Planning is considered as the foundation of Human Resource Management in any progressive organization.



- a) With use of Five (5) appropriate examples, what would you consider to be the reasons why Human Resource Planning should be undertaken in an organization? (5 Marks)
- b) Discuss, using appropriate examples, approaches that can be used in Planning for Human Resource in an organization? (5 Marks)
- c) Using Five (5) appropriate examples, evaluate the advantages of an organization having employees who are pursuing careers. (5 Marks)

### QUESTION THREE

There are various methods available to organization in their Recruitment & Selection process.

- a) With use of appropriate examples, discuss and illustrate the broad methods of Recruitment & Selection that organizations can use in their Employee Resourcing process stating at least Four (4) advantages and disadvantages of each method. (10 Marks)
- b) Explain the value of Training & Development that organizations would attach to the Training process? (5 Marks)

### QUESTION FOUR

Employee Relations aims at ensuring harmonious relations between employees and employers in an organization.

- a) Discuss with Five (5) appropriate examples, some of the major causes of Employee Grievances in an organization? (5 Marks)
- b) Explain, giving at least Four (4) relevant Examples, Performance Management Tools an organization can use in the management of its performance process (5 Marks)
- c) Explain your understanding of Reward Management and give at least four (4) reasons why should organizations embrace Reward Management? (5 Marks)

